



## **SUPPORTING COMMUNITIES FORUM**

### **COLLABORATION WORKING GROUP**

## **PROJECT PLAN**

### **Project scope**

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#### **1.1 OBJECTIVE**

- To identify the cultural attributes, enablers and barriers to collaboration which:
  - support the delivery of public services to the community;
  - help achieve better outcomes for individuals, families and communities; and
  - build the capacity of mainstream services to collaborate more effectively.

#### **1.2 BACKGROUND**

- The Premier has asked the Supporting Communities Forum to provide advice on collaborative practice between the Government and community service sectors, including highlighting examples of best practice and identifying how barriers can be overcome.
- The Supporting Communities Forum Terms of Reference requires it to make recommendations to break down barriers between agencies and organisations to better deliver services and outcomes for Western Australians in need. The Working Group is also focusing on capacity building across sectors and in the community.
- The Procurement Working Group is considering approaches to collaborative procurement and the Working Group will take this into account in its work.
- There is potential to consider using some of the case studies or exemplars developed through this project to inform the Our Communities report.

#### **1.3 CONTEXT**

- This work is occurring during a period of extensive change throughout the WA public sector following the release of the Government's Service Priority Review (SPR), the Special Inquiry into Government Projects and Programs, the Interim Report of the Sustainable Health Review (SHR), and Machinery of Government changes directly impacting agencies providing and commissioning community and social services. Specifically:
  - Through the SPR consultations, stakeholders called for new ways of working together to deliver better services built on lasting partnerships. The SPR also noted a lack of effective coordination and integration between State and Commonwealth Governments, local government and non-government organisations, arguing that this was a key factor contributing to poor outcomes.
  - The SPR recommended that Government improve the quality of engagement with the community to enable a sharper focus on its needs; and proposed the development of a whole-of-Government strategy for community engagement, including consideration of new approaches to program design and implementation.

- The SHR Panel proposed collaborative approaches to funding and service delivery, including active partnerships between Government and a range of stakeholders, including non-government organisations.
- Across both the public and community sectors, including at a national level, there is an increasing recognition of the importance of providing person-centred and/or individualised support and using place-based approaches to provide support that cuts across program areas. The role of Aboriginal Community Controlled Organisations in delivering holistic, culturally appropriate services is relevant in this regard.
- There is also a strong recognition of the importance of providing integrated support from both the government and non-government sectors. A range of collaborative initiatives have occurred, helping strengthen the sectors to achieve better outcomes.
- Within the disability and aged care contexts there are substantial national reforms with changing roles of government and providers within these sectors in increasingly de-regulated markets, including the implementation of the National Disability Insurance Scheme. This can mean collaboration is impacted together with opportunities for mutual innovation.
- The outcomes of the Government's Sustainable Health Review are also likely to be relevant, including recognition of the need to provide more services outside of the hospital environment.

## **2. Project governance**

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Working groups report to the Supporting Communities Forum that ultimately reports to the Premier and Minister for Community Services.

The Collaboration Working Group includes seven members of the Supporting Communities Forum. An additional three Government members have been invited to ensure sufficient Government representation, including across the breadth of social services. An updated membership list is at **Attachment 1**.

It will be vital that the Working Group collaborates and consults broadly, including with other community sector organisations, within Government departments and importantly with consumers. Members bring diverse networks with them which can be used to facilitate collaboration.

A more detailed consultation and engagement plan will be developed if required as work progresses.

## **3. Stakeholders**

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All communication to the Premier and the Minister for Community Services will be directed through the Supporting Communities Forum and the Chair.

Key stakeholders for this project are:

- Consumers, carers and the community.
- The non-profit or community sector.
- Government departments who partner with or fund the non-profit and/or community sectors – notably the Departments of Health, Education and Communities and the Mental Health Commission.
- Commonwealth Government agencies and local governments.

- Organisations that have been involved in collaborative initiatives selected as case studies.
- Other Working Groups, including the Procurement, Outcomes and Our Communities Report working groups.
- The Department of the Premier and Cabinet.

#### 4. Timeframe and milestones

ACTIVITY	TIMELINE
<b>Stage 1 of Project</b>	
<ul style="list-style-type: none"> <li>• Development of an engagement mechanism to source examples of successful and unsuccessful collaborative efforts, including development of criteria or guidelines of in-scope activities. This could include a targeted qualitative survey and/or a series of in-depth interviews.</li> <li>• Analysis and assessment of case studies and the cultural attributes that led to their success, taking into account systems, culture, leadership, ownership, the sustainability of outcomes, the success of both the collaboration and the impact on outcomes for the communities or people involved, critical success factors and the pre-conditions for success.</li> </ul>	July to December 2018
<b>Outcome:</b>	
A series of case studies which identify the cultural attributes, barriers and enablers for collaboration.	
<b>Stage 2 of Project</b>	
<p>Identification and definition of the key cultural attributes which support effective collaboration that achieves outcomes.</p> <p>Development of indicators or measures for assessing the extent to which collaboration has enhanced the quality of outcomes achieved and assesses the costs of collaboration.</p>	December 2018 to April 2019
<b>Outcome:</b>	
Based on a series of case studies, identify the key cultural attributes that support successful collaboration; the key enablers for success; and barriers to collaboration.	

<b>Stage 3 of Project</b>	
Development of a Report which brings together the learnings from the case studies, translates policy into practice and describes the cultural attributes that enable collaboration, and providing advice on how to embed these behaviours across the Government and community sectors.	April to May 2019
<b>Outcome:</b>	
A report that defines key terms and standards and clearly identifies the cultural attributes and enablers required for successful collaboration. This may include recommendations to Government and the community sector.	

## 5. Resources required

- The Department of Health will provide Secretariat and project support.
- Members will contribute to the identification and assessment of possible case studies and work together to develop the principles. They may draw on resources within their own organisations.
- There is the potential to engage a consultant to assist with compiling case studies. If this is required, the Department of Health may be able to identify a small funding source.

## 6. Assumptions and risk analysis

<b>RISK</b>	<b>LEVEL</b>	<b>MITIGATION STRATEGY</b>
Insufficient resourcing to complete the work	Medium	Active monitoring of progress.
Poor engagement with relevant stakeholders outside the Working Group	Low to Medium	Individual Working Group members to identify opportunities for engagement across their networks, particularly in relation to the development and translation of principles (Work packages 2 and 3)
Outputs of the project are not adopted and used by stakeholders.	Medium	Ensure focus on practical and tangible advice that has been tested with stakeholders and are relevant and implementable.

<p>Duplication with the work of other Working Groups, or poor integration with related work.</p>	<p>Low</p>	<p>Members sit on more than one Working Group, enabling cross communication and information sharing. Regular progress reporting to DPC who has oversight of all Working Groups. Regular report backs to the Supporting Communities Forum.</p>
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